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Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 2002-2005)**

Contents

		Page
Overview		2
A.	Executive direction and management	6
B.	Programme of work	8
	Subprogramme 1. Operational services	9
	Subprogramme 2. Organizational development services	14
	Subprogramme 3. Medical services	22

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Section 29C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 2002-2005)

Overview

29C.1 The activities proposed under section 29C fall within the framework of subprogramme 3, Human resources management, of programme 24, Management and central support services, of the revised medium-term plan for the period 2002-2005 (A/57/6/Rev.1). The primary objective of this subprogramme is to continue to develop and sustain a quality human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively, as well as to meet the expectations of Member States, as set out in General Assembly resolution 55/258 of 14 June 2001.

29C.2 The Office of Human Resources Management is responsible for implementing the programme of work under this section, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/1998/12. To fulfil those tasks, the Office, among other things, establishes policies, procedures and practices for the management of the human resources of the Secretariat and for the development of conditions of service, consistent with the provisions of the Charter of the United Nations and the directives of the General Assembly.

29C.3 With the adoption of its resolution 49/222 A of 23 December 1994, the General Assembly set in motion a strategy to reform the management of the human resources of the Secretariat. Progress in the implementation of the reform was reviewed by the Assembly at its fifty-first, fifty-second, fifty-third, fifty-fifth and fifty-seventh sessions on the basis of reports of the Secretary-General. By its resolutions 51/226 of 3 April 1997, 53/221 of 7 April 1999, 55/258 and 57/300 of 20 December 2002, the Assembly adopted specific directives for the implementation of human resources management reform.

29C.4 In accordance with resolution 55/258, a new staff selection system, which integrates recruitment, placement, managed mobility and promotion of staff, entered into force on 1 May 2002. A revised performance appraisal system was introduced on 1 April 2002. In addition, further progress has been made in the following areas, which are key to an integrated human resources management reform programme: human resources planning; streamlined rules and procedures; contractual arrangements; competencies and continuous learning; performance management; career development; conditions of service; and administration of justice. In his reports to the General Assembly (A/57/276 and A/57/293), the Secretary-General provided specific details on the progress made in the implementation of reform and brought to the attention of the Assembly a number of additional proposals for its consideration and approval.

29C.5 In line with the Secretary-General's objectives for the implementation of resolution 55/258 and provisions of his report entitled "Strengthening of the United Nations: an agenda for further change" (A/57/387 and Corr.1), during the biennium 2004-2005, the Office of Human Resources Management will focus on enhancing the Organization's commitment to continuous learning, consolidating and institutionalizing the changes introduced to date and implementing further improvements aimed at ensuring that the Organization's human resources management policies and practices are fully in line with operational needs and worldwide standards of good practice. Pursuant to action 31 of the report of the Secretary-General, an increase of $2 million is proposed for training activities. Pursuant to resolution 55/258, particular attention will be given to improving accountability and responsibility in human resources management, including through robust

monitoring and control mechanisms. Two major features of reform will continue to receive particular attention during the biennium: leverage of technology to modernize and streamline human resources systems, wherever possible, and consultation and communication with and training of managers and staff in the development and implementation of new policies and procedures.

29C.6 It is expected that during the biennium, the Office of Human Resources Management will achieve progress in the following areas in furthering human resources management reform:

(a) Human resources planning: development of functionalities that allow for improved strategic decision-making in human resources planning;

(b) Streamlined rules and procedures: further simplification of rules and development of tools to support users on the basis of documentation and the electronic Human Resources Handbook, which was completed in English and became operational in 2001, and the development of the French version of the Handbook;

(c) Recruitment, placement and promotion: institutionalization and monitoring of the new staff selection system, which took effect on 1 May 2002, and improvement and further development of its automated tools. Particular attention will be given to improving geographical representation and gender balance;

(d) Mobility: implementation of the new system of mobility, which is an integral part of the staff selection system; further development of managed mobility programmes for junior Professionals; and implementation of programmes to address work/life issues;

(e) Contractual arrangements: implementation of new contractual agreements, subject to a decision by the Assembly;

(f) Competencies and continuous learning: progressive integration of core and managerial competencies into all human resources systems, including recruitment, staff development and performance appraisal;

(g) Performance management: further enhancement of the electronic performance appraisal system (e-PAS) and enhancement of monitoring and reporting facilities;

(h) Career development: the progressive implementation of the comprehensive career development system, with particular attention to staff in the General Service category and work/life issues;

(i) Conditions of service: development and implementation of work/life programmes, including flexible working arrangements, and contribution to the work of the International Civil Service Commission (ICSC), particularly its review of the pay and benefits system;

(j) Administration of justice: progressive improvement of the Office's contribution to the justice administration system;

(k) Monitoring: introduction and enhancement of comprehensive systems for monitoring delegated human resources management authority;

(l) Emergency preparedness: further development of emergency preparedness initiatives, including mental health assistance, to address security-related health issues;

(m) Personnel policy on HIV/AIDS: progressive implementation of the United Nations personnel policy on HIV/AIDS, including provision of access to care and treatment and voluntary counselling and testing, as well as learning and communication programmes to raise awareness;

(n) Information technology: development and enhancement of information technology support tools for human resources functions.

29C.7 For the biennium 2004-2005, the overall structure of the Office of Human Resources Management will remain essentially the same, comprising the Office of the Assistant Secretary-General and three divisions: the Operational Services Division, the Division for Organizational Development (formerly the Specialist Services Division) and the Medical Services Division. The proposals made in this budget section reflect the refocusing of certain areas of work that were initiated during the biennium 2002-2003, with a view to further strengthening the central policy, guidance and oversight role of the Office. In reviewing the allocation of resources among subprogrammes, priority has been accorded to measures allowing the enhancement of information and communication technology support through the provision of contractual services amounting to some $500,000 for the maintenance and further improvement of Galaxy and other electronic systems. Furthermore, significant additional efforts and related resources are foreseen to foster the competencies and skills of staff through training and retraining, in line with strategies of the Secretary-General set out in his above-mentioned report. For that purpose, additional resources in the amount of $2 million have been proposed, which would bring the total cost of the staff development and training programme to $17.7 million.

29C.8 The programme's specific objectives, expected accomplishments and indicators of achievement for the biennium 2004-2005, together with the resources required, are presented by main organizational unit. The overall framework of those expected accomplishments is shown in table 29C.1.

Table 29C.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	2	4
B. Programme of work		
1. Operational services	1	4
2. Organizational development services	2	5
3. Medical services	1	4
Total	**6**	**17**

29C.9 The overall level of resources for the Office of Human Resources Management for the biennium 2004-2005 amounts to $53,309,500, reflecting growth of $2,800,300, or 5.5 per cent, as compared with the revised appropriation for the biennium 2002-2003. The increase is attributable mainly to further strengthening of programmes pertaining to global staff training and development and to the expansion of human resources information technology systems, which are the priority areas for the biennium. The proposed investment in 2004-2005 for the institutionalization and development of human resources information technology systems is expected to bring about significant improvement in the delivery of human resources services in future bienniums when a number of human resources processes become automated.

29C.10 The regular budget resources are supplemented by extrabudgetary funding derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2004-2005, that component is estimated at $9,044,300. Those resources would be utilized to maintain additional staff capacity to provide

services related to peacekeeping, extrabudgetary activities, funds and programmes, as well as to meet the operational costs of those services.

29C.11 The issue of publications as a part of the programme of work has been reviewed in the context of this programme. It is anticipated that recurrent publications will be issued as summarized in table 29C.2.

Table 29C.2 **Summary of publications**

Publications	*2000-2001 actual*	*2002-2003 estimate*	*2004-2005 estimate*
Recurrent	12	12	12
Non-recurrent	-	-	-
Total	**12**	**12**	**12**

29C.12 The estimated percentage distribution of resources of the Office for the biennium 2004-2005 is as shown in table 29C.3.

Table 29C.3 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	5.0	-
B. Programme of work		
1. Operational services	28.5	21.6
2. Organizational development services	59.5	39.5
3. Medical services	7.0	38.9
Subtotal B	**95.0**	**100.0**
Total	**100.0**	**100.0**

Table 29C.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
A. Executive direction and management	4 682.5	2 697.3	(14.8)	(0.5)	2 682.5	169.5	2 852.0
B. Programme of work							
1. Operational services	14 519.5	14 750.3	433.1	2.9	15 183.4	972.2	16 155.6
2. Organizational development services	26 481.7	29 393.1	2 322.7	7.9	31 715.8	2 119.4	33 835.2
3. Medical services	3 408.3	3 668.5	59.3	1.6	3 727.8	233.6	3 961.4
Total	**49 092.0**	**50 509.2**	**2 800.3**	**5.5**	**53 309.5**	**3 494.7**	**56 804.2**

(2) *Extrabudgetary*

	2000-2001 expenditure	*2002-2003 estimate*	*2004-2005 estimate*
Total	**5 002.3**	**8 220.8**	**9 044.3**
Total (1) and (2)	**54 094.3**	**58 730.0**	**65 848.5**

Table 29C.5 **Post requirements**

	Established regular budget posts		*Temporary posts*					
			Regular budget		*Extrabudgetary*		*Total*	
Category	*2002-2003*	*2004-2005*	*2002-2003*	*2004-2005*	*2002-2003*	*2004-2005*	*2002-2003*	*2004-2005*
Professional and above								
ASG	1	1	-	-	-	-	1	1
D-2	3	3	-	-	-	-	3	3
D-1	5	5	-	-	-	-	5	5
P-5	16	16	-	-	3	3	19	19
P-4/3	37	38	1	-	9	10	47	48
P-2/1	10	11	1	-	-	-	11	11
Subtotal	**72**	**74**	**2**	**-**	**12**	**13**	**86**	**87**
General Service								
Principal level	13	13	-	-	3	3	16	16
Other level	81	83	2	-	16	17	99	100
Subtotal	**94**	**96**	**2**	**-**	**19**	**20**	**115**	**116**
Total	**166**	**170**	**4**	**-**	**31**	**33**	**201**	**203**

A. Executive direction and management

Resource requirements (before recosting): $2,682,500

29C.13 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination and its subsidiary bodies and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, ICSC and other programmes and organizations of the United Nations system, as well as with the media; and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Rules. With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate office is responsible for communicating with staff at large through its publication *Secretariat News* and the electronic

publication *Human Resources Management Highlights* and for exchanging views with staff on various aspects of human resources management.

Table 29C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To provide leadership, direction and advice on matters that relate to the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat.

Expected accomplishments	*Indicators of achievement*
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	(a) Continuous improvement in human resources policies, practices and programmes
(b) Programme of work is effectively managed and supported by staff and financial resources	(b) (i) Timely delivery of outputs and services
	(ii) Timely recruitment and placement of staff
	(iii) Full utilization of resources

External factors

29C.14 The objectives and expected accomplishments will be achieved on the assumption that:

(a) Member States approve recommendations put forth by the Secretary-General and ICSC;

(b) Staff -management consultations are concluded successfully.

Table 29C.7 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 016.0	1 970.8	10	10
Non-post	681.3	711.7	-	-
Total	**2 697.3**	**2 682.5**	**10**	**10**
Extrabudgetary	-	-	-	-

29C.15 Resources amounting to $2,682,500 provide for the continuation of 10 posts and related non-post resources, some of which are for the Office as a whole. The post establishment reflects the redeployment of one General Service (Principal level) post from the Office of the Assistant Secretary-General to the Operational Services Division in exchange for a General Services (Other level) post redeployed from that Division, for a net reduction of $45,200 in staff costs. The non-post requirements, which would cover general temporary assistance, overtime, travel of staff,

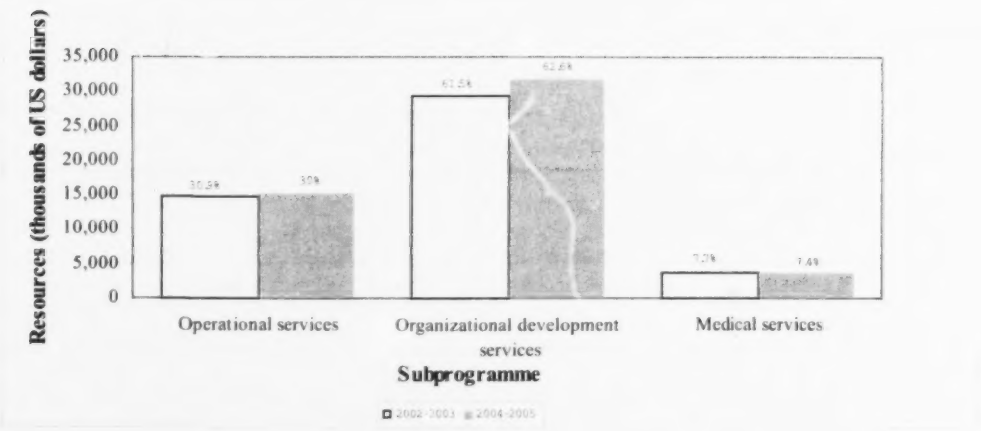
contractual services, various general operating expenses, hospitality, supplies and replacement of office automation equipment, reflect a net increase of $30,400 to meet additional requirements with respect to the communication costs of the Office as a whole as well as the maintenance and replacement of office automation equipment ($94,100), partly offset by the discontinuation of a one-time provision made for the biennium 2002-2003 with respect to the *Repertory of Practice of United Nations Organs* ($63,700). All programme budget outputs related to the production of the *Repertory of Practice* have been eliminated from these proposals, as the publication will no longer be produced by the United Nations.

B. Programme of work

Table 29C.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
1. Operational services	14 750.3	15 183.4	77	77
2. Organizational development services	29 393.1	31 715.8	68	68
3. Medical services	3 668.5	3 727.8	15	15
Total	**47 811.9**	**50 627.0**	**160**	**160**
Extrabudgetary	8 220.8	9 044.3	31	33

Regular budget resource requirements by subprogramme



Subprogramme 1
Operational services

Resource requirements (before recosting): $15,183,400

29C.16 The Operational Services Division provides integrated support services in the areas of human resources planning, information management, recruitment and placement, staff administration and monitoring of and assistance in the exercise of delegated authority. In accordance with the decisions of the General Assembly contained in its resolution 55/258, the Division will concentrate on the implementation of human resources management reform in the areas of its expertise and will work on improving and enhancing its control and monitoring mechanisms and procedures.

29C.17 The Division will pursue efforts to strengthen the role of the Office of Human Resources Management as a central authority for human resources planning and monitoring; to enhance strategic workforce planning, staffing and monitoring support tools; to institutionalize the staff selection system; to prepare for the introduction of the staff mobility system; to progressively delegate decision-making authority related to human resources management to the heads of departments and offices in conjunction with the development of a comprehensive monitoring system; and to strengthen the role of information technology in the management of staff.

29C.18 Human resources planning and reporting will continue to be aimed at providing integrated global analyses, forecasts and projections; improving the information and projections needed by programme managers to plan, manage and fulfil their human resources needs within the context of delegated authority and accountability; and providing to legislative bodies and Member States forward-looking scenarios for assessing change. The development of additional functionalities will allow for improved strategic decision-making in human resources management.

29C.19 In the area of information management, the focus will be on enhancing the implementation of a global human resources information system, including the Integrated Management Information System (IMIS) and Galaxy, and on further enhancing the automated Galaxy system for collecting and processing data on staff members and applicants in the process of filling posts. The additional resources sought for this subprogramme relate to strengthening of Galaxy and other information technology systems. The system will also be used for gathering the skills inventory information and for preparing reports for legislative bodies.

29C.20 The Division will continue to emphasize the streamlining and further automation of activities in the areas of recruitment, placement, promotion and staff administration with the aim of reducing the amount of time required to fill vacancies and making optimal use of resources for filling vacancies, and ensuring greater transparency, consistency and fairness of human resources management Secretariat-wide.

Table 29C.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To improve the recruitment, placement and promotion system throughout the Secretariat, in particular through the progressive delegation of authority to departments and offices.

Expected accomplishments	*Indicators of achievement*
An enhanced system of forecasting, planning and staffing (including the recruitment, placement and promotion of staff) allowing programme managers to select highly qualified and motivated candidates based on readily available and accurate information	(i) A reduction in the amount of time required to process major human resources actions *Performance measures*: Average number of days required to process major human resources actions: – Recruitment: 2000-2001: 275 days Estimate 2002-2003: 200 days Target 2004-2005: 120 days – Separation: 2000-2001: 7 days Estimate 2002-2003: 6 days Target 2004-2005: 6 days (ii) An improvement in the gender balance of staff *Performance measures*: Percentage of women at the Professional level and above: 2000-2001: 34.7 per cent Estimate 2002-2003: 36 per cent Target 2004-2005: 38 per cent

Expected accomplishments	*Indicators of achievement*
	(iii) An improvement in the geographical representation of staff
	Performance measures:
	Number of unrepresented Member States:
	2000-2001: 18
	Estimate 2002-2003: 15
	Target 2004-2005: 12
	Number of underrepresented Member States:
	2000-2001: 10
	Estimate 2002-2003: 9
	Target 2004-2005: 7
	(iv) The degree of satisfaction expressed by users with regard to the quality and timeliness of services provided
	2000-2001: not applicable
	2002-2003: survey to be conducted
	Target 2004-2005: survey to be conducted

External factors

29C.21 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Departments and offices of the Secretariat will be supportive of the efforts of the Office of Human Resources Management and will extend their full cooperation in the implementation of the human resources management reform;

(b) The staff-management consultative process will contribute positively to human resources management reform.

Outputs

29C.22 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 15 formal meetings and 20 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues related to human resources planning, filling of vacancies, delegation of authority, management of information and staff administration;

(ii) Parliamentary documentation: periodic reports on the composition of the Secretariat, the status of vacancies, the use of consultants and retirees, gratis personnel and other

aspects of the use of human resources as required, including the introduction or amendment of policies and practices; conference room papers and additional information on human resources management topics, including planning, the contractual status of personnel, gender balance, the system of desirable ranges and the hiring and separation of staff, and introduction of new periodic reports on human resources planning and forecasting, as required;

(b) Administrative support services:

(i) Human resources planning and monitoring:

a. Monitoring and review of all personnel actions related to standard human resources administration; provision of assistance to departments and offices in solving problems; delivery of a more efficient and rapid application of the human resources rules; provision of assistance in organizing self-monitoring; and conduct of approximately 100 formal monitoring meetings with departments, offices and peacekeeping and special political missions;

b. Departmental human resources planning (human resources action plans): coordination, review and monitoring of the third human resources planning cycle (2003-2004) (50 meetings); start-up, coordination, review and monitoring of the fourth human resources planning cycle (2005-2006) (50 formal meetings); review meetings (130); and production of required human resources planning review and monitoring reports (80 reports per year);

c. Workforce planning: development of a workforce planning capacity in the Office of Human Resources Management for the Secretariat as a whole, including training of human resources planning specialists; production of analytical demographic trend reports of the Secretariat workforce (1 per year); production of workforce costing trend reports (1 per year); production of demographic trend reports on the staff of the United Nations rapid deployment force, as required; and proposals of reinsertion alternatives for returning rapid deployment force staff, as required;

d. Provision of IMIS data on projected staff movements by departments and offices and holding of consultations with departments and offices on issues related to short-term staffing and skill needs;

e. Development and maintenance of an electronic roster of all occupational groups to be used in the reformed recruitment, placement and promotion system, including checking of references;

(ii) Staffing support:

a. Close coordination with departments to identify vacancies; issuance of vacancy notices to fill posts and build a roster of candidates; placement of advertisements of posts and priority vacancies; posting of online vacancy announcements; and review of related electronic applications;

b. Servicing of the central review bodies (about 300 meeting annually); and consultations and provision of guidance to central review bodies Secretariat-wide (on about 400 issues a year);

c. Issuance of about 1,200 vacancy announcements and review and evaluation of approximately 100,000 applications per year;

d. Conduct of searches for qualified candidates for key positions, with particular attention to women candidates and those from unrepresented and underrepresented Member States;

e. Conduct of special recruitment campaigns and missions to fill vacancies in order to improve geographical and gender distribution;

f. Communication with prospective candidates by letter, fax, e-mail, telephone and in person concerning employment opportunities at Headquarters;

g. Placement and promotion of approximately 600 staff annually;

h. Recruitment and placement of approximately 80 candidates per year who have passed the national competitive or G-to-P examinations;

i. Short-term recruitment of approximately 900 staff at Headquarters each year; and review, approval and grading for recruitment of approximately 20 support staff each year for United Nations information centres;

j. Oversight of the processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

(iii) Staff administration:

a. Advice to management and staff on all aspects of human resources management policies and staff administration;

b. Provision of services related to various human resources issues to permanent missions and various outside organizations (including discussions with visitors, responses to telephone calls, provision of written information);

c. Administration of staff in accordance with the Staff Regulations and Staff Rules: initial offers of appointment (approximately 1,500 per year) and monitoring of extensions of appointment (approximately 3,000 per year);

d. Induction of approximately 600 staff a year to advise them of their obligations under the Staff Regulations and Staff Rules;

e. Review of the contractual status of approximately 55 Professional staff for conversion to career appointments; review of contractual status of language service staff recruited through competitive examinations and of staff in the General Service and related categories for conversion to career appointments;

f. Review of individual classification requests for posts in the Professional category and above, the Field Service category and the General Service and related categories at Headquarters;

g. Counselling for career growth and on personnel problems and compliance with provisions governing the status, basic rights and duties of staff;

h. Briefing of retiring staff in coordination with the Staff Counsellor's Office and the United Nations Joint Staff Pension Fund;

i. Conduct of exit interviews with staff to determine the reasons for their separation from service.

Table 29C.10 **Resource requirements**

Category	Resources (thousands of United States dollars) 2002-2003	Resources (thousands of United States dollars) 2004-2005 (before recosting)	Posts 2002-2003	Posts 2004-2005
Regular budget				
Post	13 976.9	14 022.1	77	77
Non-post	773.4	1 161.3	-	-
Total	**14 750.3**	**15 183.4**	**77**	**77**
Extrabudgetary	1 905.5	1 952.6	8	7

29C.23 The resource requirements of $15,183,400 provide for 77 posts, including one General Service (Principal level) post redeployed to the Division from the Office of the Assistant Secretary-General in exchange for a General Service (Other level) post. The estimates for non-post requirements, which include the requirements for general temporary assistance, overtime, travel of staff, contractual services, various general operating expenses and supplies and equipment, reflect an increase of $387,900, including additional costs for contractual services in relation to the maintenance and further enhancement of the Galaxy system ($298,300) and for maintenance and replacement of office automation equipment ($89,600).

Subprogramme 2
Organizational development services

Resource requirements (before recosting): $31,715,800

29C.24 In line with the provisions of General Assembly resolution 55/258, the Division for Organizational Development supports the Secretary-General's reform effort aimed at promoting organizational culture change and building a more versatile, multi-skilled and mobile staff. The Division works in partnership with programme managers to carry forward the measures proposed in the Secretary-General's "agenda for further change" to foster the excellence of the Organization's workforce. The Division will pursue the strengthening of the current and future human resources capacity of the Organization by enhancing competitive entry processes; integrating the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; providing support for the career development of staff; developing mechanisms to encourage mobility consistent with action 25 of the proposals for further strengthening the United Nations (see A/57/387 and Corr.1); contributing to the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and promoting equity in the workplace through improved handling of appeals and disciplinary cases and the provision of staff counselling and advisory services.

29C.25 In the area of human resources policy, the focus will be on the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; the provision of advisory services to common system staff worldwide; and the development of new policies and programmes to promote a better balance between professional and personal lives.

29C.26 Global staff development and learning programmes will continue to be aimed at promoting a culture of continuous learning, strengthening leadership and management and building organizational competencies, as well as increasing the capacity of departments to lead and manage change. Emphasis will be placed on the institutionalization of the performance appraisal system Secretariat-wide as a performance management, staff development and accountability tool.

29C.27 The Division will continue to emphasize the automation, streamlining and simplification of processes and the development of further monitoring and reporting tools through the refinement and further development of existing systems or investment in new information technology systems, including those related to the Human Resources Handbook, e-PAS, the national competitive recruitment examinations and Secretariat-wide learning activities for staff, including e-learning.

Table 29C.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To promote organizational culture change in the Secretariat and to build a more versatile and multi-skilled staff, in particular by improving competitive entry processes, staff development and training programmes, performance management systems, the internal system of justice and the working environment, including conditions of service.

Expected accomplishments	*Indicators of achievement*
(a) Improved policies, programmes and systems for competitive examinations, staff development, mobility, performance management and conditions of service	(a) (i) Improvement of geographical representation through national competitive exams *Performance measures*: Number of candidates rostered through the national competitive exams: 2000-2001: 238 Estimate 2002-2003: 240 Target 2004-2005: 260 (ii) More multi-skilled staff *Performance measures*: Participation in staff development and training programmes: 2000-2001: 44,646 participants Estimate 2002-2003: 43,200 participants Target 2004-2005: 45,400 participants

	(iii) Increased mobility of staff *Performance measures*: Mobility index: 2000-2001: 9.9 per cent Estimate 2002-2003: 10 per cent Target 2004-2005: 12 per cent (iv) The degree of satisfaction expressed by users with regard to the quality and timeliness of services *Performance measures*: Programme evaluations:[a] 2000-2001: 3.8 2002-2003: 3.9 Target 2004-2005: 4.0
(b) Improvement of the internal justice system as an integral part of the human resources management reform process	(b) Faster processing of appeal cases *Performance measures*: Average number of appeal cases processed by the Office of Human Resources Management 2000-2001: 55 cases Estimate 2002-2003: 60 cases Target 2004-2005: 65 cases

[a] On a five-point scale.

External factors

29C.28 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Departments and offices of the Secretariat will be supportive of the Office of Human Resources Management's efforts and will fully cooperate in the implementation of human resources management reform;

(b) The staff-management consultative process will contribute positively to human resources management reform.

Outputs

29C.29 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: substantive servicing of approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of

the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system, as well as other matters related to the United Nations common system;

(ii) Parliamentary documentation: reports on human resources management policy issues in 2004 and 2005, as required; reports to the General Assembly on the comprehensive review of the conditions of service of non-Secretariat officials, the members of the International Court of Justice, the judges of the International Tribunal for the Former Yugoslavia and the International Tribunal for Rwanda and the ad litem judges; and reports on amendments to the Staff Rules;

(b) Other substantive activities:

(i) Technical material: administrative issuances and information circulars; and promulgation of salary scales;

(ii) Contributions to meetings of the Advisory Committee on Post Adjustment Questions; meetings of the Human Resources Network and the High-level Committee on Management; and meetings of ICSC;

(c) Administrative support services:

(i) Competitive entry processes:

a. Screening of between 10,000 and 14,000 applications per year for the national competitive recruitment examinations at the P-2 level and administration of the examinations for between 1,000 and 2,000 candidates in approximately 20 to 30 countries per year in up to 14 occupational groups;

b. Administration of competitive examinations annually for promotion from the General Service and related categories to the Professional category for 200 to 300 applicants in 6 to 10 occupational groups in up to 12 examination centres;

c. Administration of 5 to 10 examinations annually for approximately 3,000 applicants for P-2, P-3 and senior General Service posts requiring special language competence in all official languages; coordination of examination centres for between 500 and 1,000 candidates in up to 25 centres;

d. Administration of tests at Headquarters for recruitment of General Service staff (clerical, statistical and accounting positions, editorial assistants and security guards) for an estimated 2,000 candidates annually;

e. Management of the internship programme for approximately 350 interns per year;

(ii) Staff development: the following programmes will be delivered:

a. Leadership and management development: an integrated series of managerial development programmes will be offered Secretariat-wide to build and sustain the Organization's leadership and managerial capacity at the senior, middle and junior levels and to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. Activities in 2004-2005 will include:

i. Organizational development programmes to strengthen leadership and management at the departmental/office level for approximately 600 participants;

ii. A people management training programme for approximately 200 P-4 to D-2 staff recruited for or promoted to managerial positions;

iii. Targeted programmes to prepare middle-level Professional staff for managerial positions and to build cross-functional, multidisciplinary competencies for approximately 200 participants;

iv. Development programmes to build essential skills and competencies for General Service staff in such areas as communication, teamwork, client orientation and work management for approximately 1,800 participants;

v. Supervisory skills programmes to develop the communication skills and supervisory abilities of staff at various levels who have assumed supervisory responsibilities for approximately 450 participants;

vi. Programmes to build collaborative negotiation and conflict resolution skills at all levels for approximately 650 participants;

vii. Programmes to support gender mainstreaming, promote gender sensitivity in the workplace and promote diversity awareness and cross-cultural sensitivity for approximately 700 participants;

viii. Targeted programmes to build core and managerial competencies and to support managers in effectively implementing performance management principles, including change management, ethics, accountability, the development of performance indicators, coaching and the provision of feedback for improved performance, performance recognition, teamwork, problem-solving and decision-making, for approximately 2,000 participants;

b. Human and financial resources management: programmes will be offered to improve the competencies, knowledge and skills of programme managers and staff who have responsibilities in administrative areas as well as to prepare staff to undertake administrative assignments in the field. Activities for 2004-2005 will include:

i. Programmes in such areas as human resources management, budget and finance, procurement and contract management, administration of justice and HIV/AIDS awareness for approximately 2,000 participants;

ii. Training programmes for executive officers, human resources professionals and other administrative staff in new human resources systems and processes, including elements of the new pay and benefits system that is under development, for example, the new master classification standard, contractual arrangements and mobility and accountability mechanisms for approximately 150 participants;

iii. Programmes to prepare and support qualified staff for administrative positions in field missions and to support mission readiness, reintegration and peer counselling for approximately 250 participants;

c. Information technology training: information technology training programmes are offered to support the Secretary-General's information and communication

technology strategy by upgrading the level of skills of Secretariat staff in using the Organization's software applications and by providing staff with the knowledge and skills to manage information more effectively and efficiently. Information technology training activities for 2004-2005 include:

i. Specialized training related to departmental information technology initiatives and training to support technical staff in the design, development and implementation of applications in an Internet-based computing environment for approximately 1,400 participants;

ii. Training programmes related to the use of IMIS for approximately 1,500 participants;

iii. Training for managers in managing the knowledge and information resources of their offices and in using the Organization's information and communication technology resources to leverage their information management skills for approximately 400 participants;

iv. Expanded access by staff to computer-based self-study and distance-learning programmes via the Internet and Intranet for approximately 2,090 participants;

v. Training to improve the performance of staff in their use of Organization-wide software applications, including the transition to new software standards and the use of network resources, such as Lotus Notes applications, and the use of Internet-based information applications for approximately 9,300 participants;

d. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII) of 21 December 1968, 43/224 D of 21 December 1988 and 50/11 of 2 November 1995, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism through building and strengthening linguistic skills and developing and strengthening cross-cultural understanding. Activities for the biennium 2004-2005 will include:

i. Core training programmes in the six official languages, as well as specialized courses to maintain and develop advanced language skills, including in such areas as conducting meetings, drafting reports and correspondence and making presentations. At Headquarters, programmes will be available to approximately 8,500 participants;

ii. Management of the self-study centre and other alternative learning modes that provide staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

iii. Provision of advisory services to support language programme efforts at all duty stations through regular consultations and pedagogical assistance;

iv. Preparation, administration and correction of language proficiency examinations for approximately 4,000 participants system-wide;

e. Substantive skills development and career support: programmes will be offered to support career development for staff at all levels and to provide opportunities for

staff to update and upgrade substantive skills. Activities for 2004-2005 will include:

i. Orientation programmes for new staff, including briefings for new senior staff and the provision of online resources and briefing materials, for approximately 250 participants;

ii. Specialized orientation and development programmes for new junior Professional staff for approximately 130 participants;

iii. Managed reassignment programmes for entry-level Professional staff for approximately 100 participants;

iv. Mentoring programmes for junior Professional staff as well as other groups of staff; and provision of training and ongoing support for mentors and mentees for approximately 400 participants;

v. Career support programmes, including provision of career development workshops and briefings, and career counselling for staff and managers for approximately 2,000 participants;

vi. Provision of career support materials and development of career resource centres to increase support for mobility and career development for approximately 500 participants;

vii. Support for increased mobility for staff at all levels, including support for occupational networks; and provision of specialized briefings and training for staff and managers;

viii. Briefings and training on new policies and procedures related to work/life programmes, including provision of materials, for approximately 300 participants;

ix. Management of the substantive skills development programme, which offers staff the opportunity to upgrade and update their substantive and technical skills, as well as opportunities for professional growth. The programme operates in a decentralized manner, on the basis of annual departmental needs assessments conducted in collaboration with the Office of Human Resources Management, for approximately 5,500 participants;

x. The sabbatical studies programme and summer workshops, which provide a limited number of staff each year with an opportunity to do research at academic institutions for up to four months in areas of mutual benefit to the staff member and the Organization, for approximately 30 participants;

(iii) Staff counselling: counselling will be made available to staff on a broad range of personal, family and work-related concerns, including HIV/AIDS support, alcohol and substance abuse, immigration and visas, legal and personal referrals (approximately 4,000 enquiries by staff from the United Nations, the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Office for Project Services). Activities for the biennium 2004-2005 will include:

a. Contribution to the development of staff welfare policies;

b. Expansion and maintenance of peer counselling networks;

c. Pre-retirement programmes, including materials, for approximately 750 participants;

d. Critical incident debriefing and stress counselling at Headquarters;

(iv) Legal advisory services:

a. Provision of advice to senior management throughout the Secretariat on the formulation, revision and implementation of personnel policies and rules;

b. Provision of legal advice and authoritative interpretations of the Staff Regulations and Staff Rules and other personnel policies to managers and staff, including in other organizations of the system;

c. Preparation of revisions to the Staff Rules and administrative issuances and consultations thereon with management and staff representative bodies;

d. Updating and maintenance of the electronic Human Resources Handbook covering human resources management rules, policies and related guidelines;

(v) Appeals and disciplinary matters:

a. Provision of advisory services to programme and line managers in the implementation of human resources policies pertaining to the administration of justice, including issues related to improvement of the internal justice system;

b. Handling of requests for administrative review, appeals and disciplinary matters, including representation of the Secretary-General at the Joint Appeals Board and the Joint Disciplinary Committee;

(vi) Common system, compensation and inter-agency policy:

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization, substantive participation in meetings of ICSC, the Advisory Committee on Post Adjustment Questions and subsidiary bodies of the United Nations System Chief Executives Board for Coordination and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines and dissemination of information relating to salaries, allowances and other entitlements;

c. Conduct of comprehensive and interim salary surveys at the headquarters of regional commissions and some 30 other duty stations; and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations;

d. Updating of the electronic database of all General Service and National Officer salary scales, maintenance of the entitlement reference tables in IMIS; automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emoluments packages for all categories of staff;

e. Establishment, review and updating of allowances and other entitlements related to peacekeeping operations;

f. Conduct of reviews of conditions of service of ungraded high-level officials of the United Nations, the International Court of Justice and the International Tribunals and analysis of the levels of related honorariums;

g. Management of classification policy and provision of advice on job design and organizational structure; development of generic job profiles; and review of classification appeals;

h. Development of new policies and procedures to carry forward the work/life agenda, with special attention to family and gender issues.

Table 29C.12 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	12 768.7	12 768.7	68	68
Non-post	16 624.4	18 947.1	-	-
Total	**29 393.1**	**31 715.8**	**68**	**68**
Extrabudgetary	2 971.0	3 576.4	7	8

29C.30 The resource requirements of $31,715,800 provide for the continuation of 68 posts and related non-post resources for the Division for Organizational Development. The estimates for non-post requirements comprise the resources required for general temporary assistance, overtime, consultancy in cases when the internal expertise is not available, travel of staff, various contractual services, general operating expenses, hospitality, supplies and office equipment. These non-post requirements reflect a total increase of $2,322,700, including additional resources for the training and staff development programme ($2,000,000), for contractual services in relation to the maintenance and further enhancement of information technology systems ($199,000) and for maintenance and replacement of office automation equipment, including the equipment deployed at the central training facilities, in accordance with established standards ($123,700). The increase in requirements for Organization-wide training reflects a major commitment to continuing investment in staff learning and development as a crucial element of the Secretary-General's proposals for further strengthening of the United Nations (see A/57/387 and Corr.1, action 31).

Subprogramme 3
Medical services

Resource requirements (before recosting): $3,727,800

29C.31 The Medical Services Division plays a lead role in the system-wide coordination of health-related policies and in the implementation of staff benefit programmes. It advises and provides assistance on staff health matters and on the administration of staff benefit programmes for worldwide staff of the United Nations, including those of peacekeeping, humanitarian and political field missions and of the United Nations funds and programmes, including 10,500 New York-based staff and over 50,000 staff in other duty stations.

29C.32 The main objectives of the Division are to ensure that all staff members are fit to carry out their duties in furtherance of the goals of the United Nations and its funds and programmes, to promote staff health by encouraging staff to participate in health-enhancing programmes and to ensure worldwide staff access to benefit programmes in accordance with the Staff Rules and established policy directives. These objectives are achieved through the provision of clinical and health-promotion services to New York-based staff of all United Nations agencies, ensuring the access of staff worldwide to adequate health care in the most cost-effective manner and the regular updating of medical standards and procedures for recruitment and reassignment. The Division performs the vital medico-administrative functions of providing medical clearances for the recruitment and reassignment of staff, including those assigned to peacekeeping missions; certifying sick leave; advising on medical evacuations and repatriations, compensation claims, disability benefits, special education grants and special dependency allowance; and assessing the health facilities of various duty stations in the field. The Division plays a coordinating role among the agencies of the United Nations common system in resolving health and medical issues of common concern, most of which arise in various field duty stations, and in administering certain staff benefit programmes under appendix D to the Staff Rules, disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund and providing the health rating of duty stations at the request of ICSC.

29C.33 During this biennium, the Medical Services Division will strengthen some of its programmes to align its activities with the current priorities of the Organization. It will further develop its emergency preparedness programme to address medical issues related to potential terrorist threats. This will include developing a comprehensive mental health programme. The Division will enhance its efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment, as foreseen in action 33 of the aforementioned report of the Secretary-General. The Division will continue its collaboration with the New York City Department of Health to design and implement worksite wellness and preventive programmes, in line with the overall thrust of the human resources management reform effort.

Table 29C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To ensure that all staff, including those on mission, are fit to carry out their duties.

Expected accomplishments	*Indicators of achievement*
(a) Increased awareness by staff and programme managers of the United Nations medical standards and policies, including when on mission	(a) The degree of satisfaction pressed by staff and programme managers with the contribution of the promotional activities on the United Nations medical standards and policies to increasing their awareness of medical standards and policies *Performance measures*: Percentage of satisfaction: 2000-2001: 80 per cent Estimate 2002-2003: 80 per cent Target 2004-2005: 90 per cent
(b) Improved staff health care through timely and adequate medical services	(b) (i) Increased proportion of the staff undergoing periodic medical examinations *Performance measures*: Number of staff undergoing medical examinations: 2000-2001: 6,039 Estimate 2002-2003: 6,300 Target 2004-2005: 6,500 (ii) Increased proportion of field duty stations with adequate medical facilities and services *Performance measures*: Number of field duty stations with adequate medical facilities: 2000-2001: 48 Estimate 2002-2003: 52 Target 2004-2005: 55

	(iii) The degree of satisfaction expressed by staff with regard to the quality and timeliness of medical services
	Performance measures:
	Degree of satisfaction:
	2000-2001: 95 per cent
	Estimate 2002-2003: 95 per cent
	Target 2004-2005: 99 per cent

External factors

29C.34 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Programme managers and heads of field missions will be supportive of the Medical Services Division's efforts to implement its recommendations;

(b) National institutions will be supportive of efforts to improve local medical conditions at United Nations field locations;

(c) There will be no escalation of hostilities in countries where field personnel are deployed nor any resurgence of epidemics or emergence of new health hazards.

Outputs

29C.35 During the biennium 2004-2005, the following outputs will be delivered: administrative support services:

(a) Health services (for New York-based staff of the United Nations and its funds and programmes):

(i) Full medical examinations;

(ii) Medical consultations by physicians, nurses and visiting medical consultants;

(iii) Immunizations, injections and electrocardiograms;

(iv) Laboratory investigations, including lung function test and Pap smear;

(v) Radiological procedures and review of X-ray films taken during field exams;

(vi) Travel health advisories;

(vii) Health promotion programmes, including in the areas of ergonomics, work environment surveillance, vision and glaucoma screening (24), pulmonary function tests, cholesterol and blood sugar screening, diabetes control, breast cancer care, blood donation (2 campaigns) and health fairs (2);

(b) Medico-administrative services (for worldwide staff of the United Nations, including peacekeeping operations, and its funds and programmes):

(i) Review and classification of medical examination reports from examining physicians worldwide;

(ii) Provision of medical clearances for recruitment, reassignment, peacekeeping assignments and mission travel;

(iii) Approval of the medical evacuation of overseas staff, follow-up with hospitals and treating physicians and determination of the period for which daily subsistence allowance will be paid and the period of hospitalization (for field staff only);

(iv) Certification of extended sick leave cases beyond decentralized authority;

(v) Recommendations on cases in which disability benefits are to be received from the United Nations Joint Staff Pension Fund and the convening of a Medical Board in cases where medical conclusions are in dispute;

(vi) Reviewing of system-wide medical compensation cases and verification of related bills, and provision of advice thereon to the Advisory Board on Compensation Claims;

(vii) Review and provision of advice on special dependency benefit and special education grant cases;

(c) Field-related services (for all field staff):

(i) Establishment, as required, of new United Nations dispensaries, assessment of the existing 41 United Nations dispensaries and provision of ongoing technical support to them, including the appointment of dispensary physicians, nurses and laboratory technicians and the centralized procurement of additional medical and laboratory supplies and equipment for them;

(ii) On-site assessment of local medical facilities in field duty stations, medical units of peacekeeping operations and regional medical evacuation centres and submission of related recommendations;

(iii) Gathering of information regarding the availability of counselling services and treatment and diagnostic facilities worldwide for staff and families living with HIV/AIDS;

(iv) Review of the medical ratings of duty stations worldwide to be used by ICSC in the classification of duty stations according to conditions of service;

(v) Review of applications and appointment of examining physicians at all United Nations locations.

Table 29C.14 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 663.2	2 743.2	15	15
Non-post	1 005.3	984.6	-	-
Total	**3 668.5**	**3 727.8**	**15**	**15**
Extrabudgetary	3 344.3	3 515.3	16	18

29C.36 The resources of $3,727,800 provide for the continuation of 15 posts, including an $80,000 increase representing the delayed impact of posts established during the biennium 2002-2003. The non-post resources in the amount of $984,600, reflecting a net decrease of $20,700, would provide for operational requirements of the Division, including general temporary assistance and overtime, travel on official business to monitor the implementation of medical programmes in other United Nations locations, general operating expenses, supplies and office automation and specialized medical equipment. These proposals reflect an estimated reduction in requirements with respect to maintaining a stock of medications, since part of the emergency stock will not require replacement during the biennium 2004-2005 ($65,000). The decrease is partly offset by additional requirements for maintenance and replacement of office automation equipment ($44,300).

Table 29C.15 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/56/7)	
The Advisory Committee urged the speedy completion of the much-delayed project to establish an inventory of skills in the Secretariat; the experience of agencies, funds and programmes of the United Nations system should be taken into account in the course of developing and implementing the project (para. 122).	The elements of a skills inventory were built into the Galaxy system, which became operational on 1 May 2002. The inventory progressively grows with the number of staff who apply online. The inventory provides profiles of individual staff as well as groups of staff at the occupational group level.
The Advisory Committee indicated a need to improve significantly the presentation of indicators of achievement for all three subprogrammes to make them as measurable and attainable as possible. For example, a reduction in the amount of time required to process significant human resources actions, including recruitment, transfers and separations, can well be measured in terms of the number of days that are needed for their completion (para. VIII.23).	This recommendation is being implemented in context of the budget proposals for the biennium 2004-2005.
The Advisory Committee requested that information on the results of the implementation of the recommendations contained in the reports of the Joint Inspection Unit, the Board of Auditors, the Office of Internal Oversight Services and others, as approved by the General Assembly, be included in the annual report of the Secretary-General on human resources management (para. VIII.24).	Such information will be included in future reports, as appropriate.

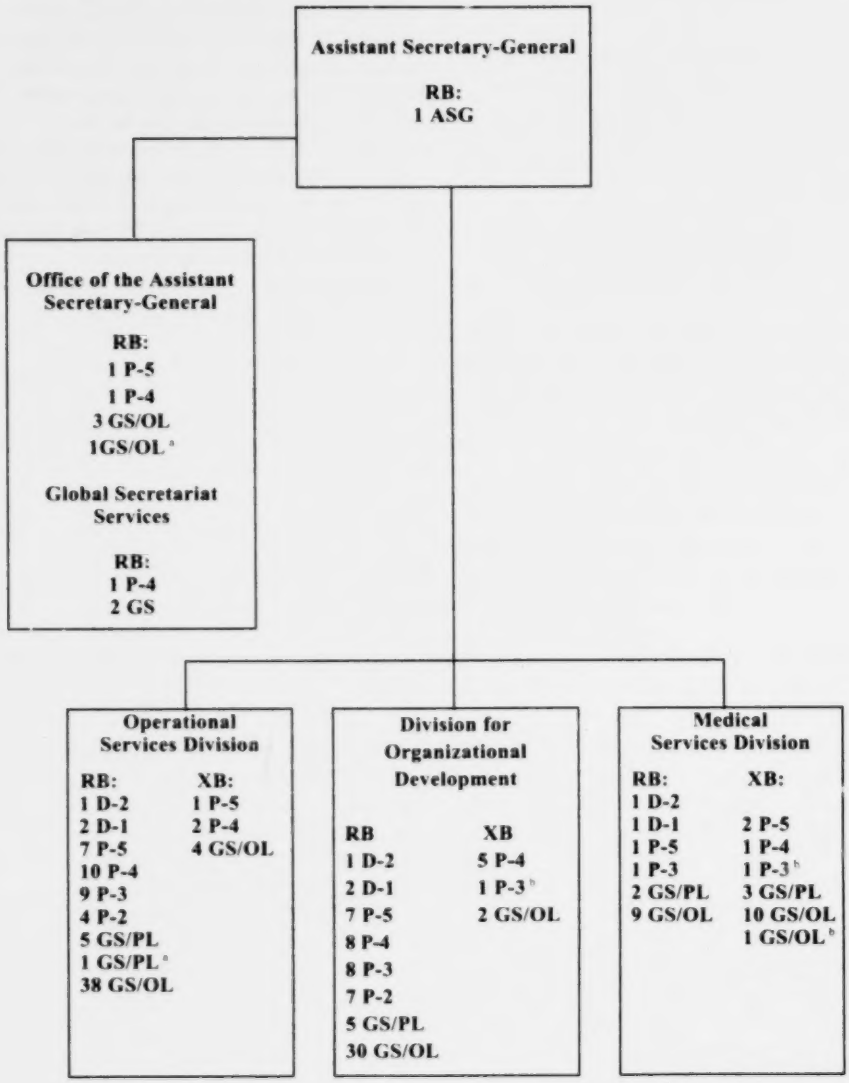
Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee reaffirmed the need for effective action towards rejuvenation of the Secretariat and recommended that the issue be included among the areas to be addressed by the Office during the biennium 2002-2003 (para. VIII.26).	A number of human resources policies and practices have been introduced or strengthened to support the rejuvenation of staff during the biennium 2002-2003. They were reported in the report of the Secretary-General on human resources management reform (A/57/293).
It was the opinion of the Committee that unless the present weakness (that the human resources information systems were not yet available for monitoring purposes) was urgently addressed and rectified and the Office of Human Resources Management acquired the capacity to monitor, support and train programme managers on this question, there was a potential for seriously compromising the implementation of personnel reforms that were under way. The Committee requested that immediate steps be taken to address this question and that information on the proposed course of action be provided to the General Assembly early in the first part of the fifty-sixth session in connection with the review and approval of the proposed programme budget (para. VIII.28).	A number of practical steps, including deployment of the Galaxy and e-PAS systems were taken during the biennium 2002-2003 to address the situation. Those measures are detailed in the report of the Secretary-General on monitoring capacity of the Office of Human Resources Management (document A/57/276).
The Advisory Committee reiterated its view that the weaknesses in personnel action processes and procedures identified in the previous reports of the Committee remained largely unresolved. They remained essentially long, cumbersome and overly bureaucratic. The Committee cautioned also that in the process of implementing the reforms, including delegation of authority, outlined in the report of the Secretary-General in his report on human resources management reform (A/55/253 and Corr.1), which were approved by the General Assembly in its resolution 55/258 of 14 June 2001, every effort should be made to ensure streamlined processes and procedures (para. VIII.29).	The achievements to date in streamlining rules and procedures and future actions are presented in the report of the Secretary-General on human resources management reform (A/57/293).

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee recalled its previous recommendation in paragraph VIII.23 of its report for the biennium 2000-2001 that forms be printed in-house if feasible; there was no indication in the budget proposal that the recommendation was taken into account. The Committee reiterated its recommendation (para. VIII.34).	Nearly all human resources management-related forms are now available online. Some have been complemented or substituted by facilities allowing clients to provide required information online directly into databases, thus obviating the need for forms (e.g., e-PAS, personal history form for job application on Galaxy). External printing is required for competitive examination papers in order to ensure the strictest confidentiality.
The Advisory Committee observed that there should be closer cooperation and integration of the training programmes of the Office of Human Resources Management and the Department of Peacekeeping Operations; the impact and results of the training programmes also needed to be assessed. The Committee requested that consolidated information on training be included in future proposed programme budgets (para. VIII.35).	Training programmes are developed in close cooperation with departments. In addition, the Office of Human Resources Management and the Department of Peacekeeping Operations continue to collaborate closely on the assessment of training needs for field missions and on the customization and delivery of training programmes to meet those needs in key areas such as leadership and management development, performance management and human resources management tools and techniques (this is also indicated in the budgets for the support account for peacekeeping operations for the periods from 1 July 2002 to 30 June 2003 (A/56/885) and from 1 July 2003 to 30 June 2004 (A/57/732)). Needs assessments constitute the basis for appropriate training programme design and implementation and for the subsequent assessment of results and impact. Post-course participant feedback is used in every programme, and the aggregate results are used for refinement and follow-up. Questionnaires, interviews or other assessment techniques are also used subsequently to assess the application of skills and knowledge back on the job.

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/57/469)	
The Advisory Committee requested that the matter of engaging more consultants and individual contractors from developing countries and from countries with economies in transition be reviewed (para. 5).	A study has been undertaken on the question of the geographical representation of consultants and individual contractors and a report on different methodologies that might be used to correct the geographical imbalance in hiring consultants was submitted to the Committee for Programme and Coordination (E/AC.51/2002/3). The Office continues to keep this issue under review.
The Advisory Committee recommended that, in future, a trend analysis be included in the report on employment of retired former staff, with corresponding statistical data shown in the tables of the annex to the report for the last biennium, including breakdown by nationality and gender. Moreover, the pay or grade of the retirees should be explained more clearly in the tables. A greater effort should be made to recruit retired former language staff from a wider geographical area and, wherever feasible, to use them in a remote role (paras. 11 and 12).	These concerns will be addressed in the next report to the General Assembly on the retired former staff.
Report of the Board of Auditors (A/57/5, vol. I, chap. II)	
The Board recommended that the Administration consider the cost-effectiveness of introducing: (a) an automated control mechanism for the data entered in the Integrated Management Information System (IMIS) by overriding the former amounts; and (b) a mandatory field compelling users to enter the justification for any override before it can be validated (para. 146).	Consultations between the Office of Central Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts to evaluate the merit of enabling override capabilities and to consider possible ramifications were held in September 2002. The Office of Human Resources Management is implementing the recommendation in consultation with the Office of Central Support Services.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that the Administration: (a) Consider the cost-effectiveness of adding a control mechanism to block the entry of a General Service to Professional category promotion if the data indicating that the staff member has passed the examination has not been validated (para. 149); (b) Extend full control over duplicates to all key data entries instead of limiting it to the initial entry (para. 151); (c) Consider the cost-effectiveness of implementing additional automated controls and reject implausible entries or post a warning in such cases (para. 153); (d) Review the distribution of functional packages to IMIS users in order to ensure the adequate segregation of incompatible functions and immediately discontinue the present practice of password-sharing in order to ensure the validity of the recorded transaction in IMIS (para. 155).	The measures set out in these recommendations have been included as priorities in the human resources information and communication technology plan of the Office of Human Resources Management. The detailed implementation plan has been specified, following discussions between the Office of Human Resources Management and the Office of Central Support Services held in October 2002. The Office of Human Resources Management is implementing the recommendation in consultation with the Office of Central Support Services.

Office of the Human Resources Management Organizational structure and post distribution for the biennium 2004-2005



Abbreviations: GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; XB, extrabudgetary.

[a] Redeployment: one General Service (Principal level) post redeployed from the Office of the Assistant Secretary-General to the Operational Services Division and one General Service (Other level) post redeployed from the Operational Services Division to the Office of the Assistant Secretary-General.

[b] New extrabudgetary posts.